

IMPLEMENTATION AND ADAPTATION FRAMEWORK FOR ERP SYSTEMS IN SRI LANKAN ORGANISATIONS

K. N. N. Dharmarathne

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Department of Management of Technology
University of Moratuwa

Srilanka

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82534

ABSTRACT

There is an increasing need to implement a total business solution, which supports major functionalities of a business. Enterprise Resource Planning (ERP) system brings right information to the right people at the right time that results higher organizational performance level. ERP software is designed to meet this need, and has been adopted by many of the large-scale organizations in Sri Lanka. Currently, ERP system implementation remains in its infancy in Sri Lankan manufacturing, services and financial sector.

Quite a few research has been conducted to compare the implementation practices of ERP in Sri Lanka. This research shows that ERP technology faces additional challenges in Sri Lanka related to organizational, technological, cultural and basic infrastructure issues. In this research, an attempt has been made to study the methods and practices followed by Sri Lankan organizations which have achieved success in ERP implementation and adaptation. Research was designed to test the validity of Leonard-Barton model in Sri Lankan context which emphasizes that successful achievement of the objectives of ERP depends on proper alignment of three dimensions Technology, Delivery System and Performance Criteria.

Combined methodology approach was used in this research. Case study approach was the main methodology and it was supported by the survey approach. ERP implementation criteria of four successful Sri Lankan companies were studied in depth in order to get a comprehensive idea about the whole process. The study extended through a questionnaire survey covering another 20 organizations which had implemented standard ERP system. Therefore both the case study and results of the questionnaire data analysis clearly confirm the validity of Leonard-Barton model in Sri Lankan context. It was clearly evident that the organization must incorporate lot of planning, energy and efforts in order to align three dimensions of technology, Delivery system and performance criteria which will ultimately justify the investment assuring the ultimate benefits of ERP.

At the end of the report, with all these findings, an attempt was made to establish a framework to implement and adapt ERP systems successfully in Sri Lankan organizations.